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AIR MOBILITY COMMAND**

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Operations

**AMC COMMAND AND CONTROL
OPERATIONS**



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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. It prescribes fundamental Air Mobility Command (AMC) command and control (C2) procedure. It formally establishes AMC C2 policy, defines authority to direct AMC forces within the unified command structure, provides guidance for the AMC C2 System and describes the AMC C2 organizational structure to support peacetime, contingency, and wartime taskings. Volume 1 serves as the basis for subsequent volumes of AMCI 10-202. This publication applies to Air Force Reserve Command (AFRC) units and the Air National Guard (ANG) upon activation under Title 10. Ensure that all records created as a result of processes prescribed in this publication are maintained In Accordance With (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW with the Air Force Records Information Management System (AFRIMS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through Major Command (MAJCOM) publications/forms managers. This publication may not be supplemented or further implemented/extended. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. This rewrite of AMCI 10-202 V1 explains the multiple roles of the AMC/CC, 18 AF/CC, the USAF Expeditionary Center (EC), and the 618 Air and Space Operations Center (Tanker Airlift Control Center) (618 AOC (TACC)). It outlines the functions of the AMC, 18 AF, and 618 AOC (TACC) staffs, and shows the relationship between AMC and the other Core Function Leads. Additionally, this directive contains an explanation of the AMC shared staff and provides a link to the Responsible-Approve-Coordinate/collaborate-Inform Matrix.

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Chapter 1

INTRODUCTION TO AIR MOBILITY COMMAND FORCE PRESENTATION

1.1. General. This document clarifies the roles, responsibilities, relationships, and authorities of the Component-Major Command (C-MAJCOM), Component-Numbered Air Force (C-NAF), and associated entities as they apply to AMC. Since AMC is not resourced to build complete, independent C-MAJCOM and C-NAF staffs, AMC's senior leadership will ensure effective command and control (C2) by optimizing the use of collaborative tools and assuming risks as deemed appropriate. This allows AMC staff to continue providing common staff support to multiple commanders.

1.2. Purpose and Desired End State.

1.2.1. Purpose. To provide an understanding of the roles, responsibilities, relationships, and authorities of the C-MAJCOM, C-NAF, and associated entities as they apply to AMC. To enhance the performance of AMC in support of its combatant command, United States Transportation Command (USTRANSCOM), as well as in the execution of its responsibilities to organize, train, and equip (OT&E) mobility forces in support of the Secretary of the Air Force's (SECAF) Title 10 responsibilities.

1.2.2. This directive is an authoritative description of how the AMC/CC implements United States Air Force Program Action Directives (USAF PAD), doctrine, C2 concepts and other references listed in Attachment 1. Doctrine and policy allow latitude or often do not adequately prescribe AMC command and staff organization; therefore, this document establishes, codifies, and integrates those concepts.

1.2.3. Desired End State. An AMC organization that performs its mission effectively and efficiently, continuously improves its support of the commander's ability to monitor, assess, plan, and execute the rapid global mobility (RGM) mission, and builds a stronger Mobility Air Force (MAF) for tomorrow.

1.3. Background. An AMC Vice Commander (AMC/CV)-chartered MAF C2 Campaign Plan researched the future strategic environment and found the Chairman, Joint Chiefs of Staff (CJCS) Joint Operational Access Concept appropriately framed the future operational environment that highlights required MAF C2 capabilities. The campaign plan applied the standard joint capabilities based assessment (CBA) construct to identify over 20 gaps/shortfalls in C2 capabilities and, in conjunction, developed associated solutions that provide a path towards closing these gaps/shortfalls. Among the solutions was one preeminent task that serves as a basis for most others: "AMC needs to define the organizational roles, responsibilities, relationships, and associated authorities (R3A) of the Component Major Command (C-MAJCOM) and the Component Numbered Air Force (C-NAF) and the tasks and functions of the shared (matrixed) staff."

Chapter 2

FORCE PRESENTATION ROLES AND RESPONSIBILITIES

2.1. General. The President and/or Secretary of Defense (SECDEF) exercise authority over missions and forces assigned to combatant commands through the combatant commander (CCDR) with the advice and assistance of the Chairman of the CJCS. For purposes other than operational direction of forces assigned to the combatant commands, the President and/or Secretary of Defense exercise authority and control through the service secretaries and service chiefs of staff.

2.2. Commander, United States Transportation Command (CDRUSTRANSCOM). Title 10 United States Code, Section 164 assigns all active and reserve air mobility forces of the armed forces stationed in the United States to USTRANSCOM. For a list of all forces currently designated as mobility operations forces, see the SECDEF Global Force Management Implementation Guidance (GFMIG), Section II —Assignment of Forces (Forces For Unified Commands). The Unified Command Plan (UCP) specifies that CDRUSTRANSCOM is the mobility Joint Force Provider, responsible for providing combat-ready mobility.

2.3. Chief Of Staff Of The Air Force (CSAF) Intent.

2.3.1. The CSAF current standing directive states an Air Force component headquarters must support their respective unified combatant commander (CCDR) with air, space, and cyberspace capabilities to achieve strategic, operational, and tactical objectives across the range of military operations. AF component headquarters will provide the command, control, and support of those forces and operations. In achieving these capabilities AF component headquarters should “size to the minimum level necessary” to establish a core capability for:

2.3.1.1. Steady State—plan, exercise, assess and execute across normalized steady-state operations tempo.

2.3.1.2. Wartime/Crisis Surge—surge to the most likely wartime scenario until augmentation is available.

2.3.1.3. Accomplish service functions that cannot be completed through reach back.

2.3.2. CSAF’s intent is that Lead-Major Commands (L-MAJCOMs) build a stronger Air Force for tomorrow that provides and supports Air Force forces, ready and able to deploy quickly and employ globally to accomplish the CCDR’s strategic, operational, and tactical objectives.

2.4. AMC Implementation Of CSAF Intent.

2.4.1. The basic USAF organizational construct in the presentation of forces to combatant commands across the full range of military operations is through the Air Force “component” construct.

2.4.1.1. SECAF designated AMC as the Air Force L-MAJCOM for Mobility Air Forces.

2.4.1.2. For USTRANSCOM, the CSAF designated AMC as its C-MAJCOM with Eighteenth Air Force (18 AF) as its C-NAF.

2.5. Commander, Air Mobility Command (AMC/CC).

2.5.1. Air Mobility Command is both a MAJCOM and the Service air component to USTRANSCOM. The AMC/CC is charged with providing trained and ready air mobility forces to the CCDRs. When directed by CDRUSTRANSCOM, AMC/CC deploys active component AMC forces, recommends mobilization, and deploys reserve component forces. AMC/CC is responsible to CDRUSTRANSCOM for executing operational authorities. AMC/CC is also responsible for executing CSAF's organize, train, and equip ADCON authorities.

2.6. Roles, Responsibilities, Relationships, Authorities, And Functions.

2.6.1. Lead MAJCOM Responsibilities. A L-MAJCOM is a major service subdivision of the Department of the Air Force, directly subordinate to Headquarters US Air Force supporting the SECAF as a management headquarters. AMC is the L-MAJCOM for the MAF. The intent of designating AMC as a L-MAJCOM is to consolidate applicable OT&E responsibilities for the MAF with the staff and commander best suited to sustain and improve the RGM USAF core function. As an Air Force L-MAJCOM under the direction of the SECAF and CSAF, the AMC/CC is responsible for the following:

2.6.1.1. AMC/CC has a Service OT&E role as a MAJCOM and L-MAJCOM.

2.6.1.2. AMC/CC performs Service roles through the MAJCOM staff.

2.6.1.3. AMC/CC exercises administrative control (ADCON) of AMC units via 18 AF Commander (18 AF/CC) and the USAF EC/CC.

2.6.2. Air Component Responsibilities.

2.6.2.1. The CSAF designated AMC as USTRANSCOM's C-MAJCOM.

2.6.2.2. CDRUSTRANSCOM exercises combatant command authority (COCOM) over all AMC forces. Operational control (OPCON) of these forces has been delegated to the commander of AMC, USTRANSCOM's Air Force component commander.

2.6.2.3. As the air component command to USTRANSCOM, AMC is designated Air Forces Transportation (AFTRANS). Accordingly, AMC/CC is AFTRANS/CC who in turn delegates operational control and appropriate authorities to 18 AF/CC to execute the AFTRANS mission. The nomenclature 18 AF (AFTRANS) is used to designate 18 AF as the subordinate C-NAF to the C-MAJCOM.

2.6.2.3.1. AFTRANS is comprised of AMC, 18 AF, 618 AOC (TACC), SECDEF-assigned forces, and AMC-gained Air Reserve Component Forces.

2.6.2.4. AMC/CC is the commander of Air Force Forces (COMAFFOR) to USTRANSCOM.

2.6.2.4.1. AMC/CC delegates 18 AF/CC operational authorities in a standing order but retains responsibility for all COMAFFOR actions. As the responsible commander, the AMC/CC may rescind or amend delegated authorities at any time by notifying the subordinate commander.

2.6.2.4.1.1. The COMAFFOR executes administrative duties through the AMC staff and operational duties through the 18 AF/CC (AFTRANS).

2.6.3. C-NAF Within AMC:

2.6.3.1. 18 AF is the AF C-NAF within AMC which executes CDRUSTRANSCOM-assigned missions.

2.6.3.2. The AMC C-NAF includes the 18 AF/CC, the 18 AF organic staff, the 618 AOC (TACC), and all assigned forces.

2.6.3.3. 18 AF, with its organic staff and AOC, supports the AMC/CC through the full range of air mobility operations at the operational and tactical levels in world-wide operations.

2.6.3.4. The 18 AF staff, together with the shared AMC staff and AOC, provides the 18 AF/CC the ability to monitor, assess, plan and execute world-wide mobility missions as the air component execution arm to USTRANSCOM.

2.6.3.5. The COMAFFOR delegates OPCON to 18 AF/CC to assess operational risk and execute operational level of war decisions.

2.6.3.5.1. When the COMAFFOR delegates operational command and authorities to the 18 AF/CC, 18 AF/CC assumes the title 18 AF (AFTRANS).

2.6.3.6. 18 AF (AFTRANS)/CC delegates tactical control (TACON) to 618 AOC (TACC)/CC of the AMC gained and assigned forces made available for allocation and execution. Specific authorities are detailed in the annual 18 AF standing execution order (EXORD).

2.6.3.7. The 18 AF (AFTRANS) portion of the AFFOR staff required for routine operations is defined as organically assigned A3 and A5 plus Air Force Forces-Integration (AFFOR-I), A2 and Special Staff. Full AFFOR staff functions may require support from the shared staff in HQ AMC.

2.6.4. Functions of the 18 AF Staff:

2.6.4.1. 18 AF staff employs the Joint Operation Planning Process (JOPP) to develop supporting plans to accomplish missions assigned by CDRUSTRANSCOM. In deliberate planning, the 18 AF/A5 provides Time-Phased Force and Deployment Data (TPFDD) feasibility and mission analysis of operational plans (OPLAN)/concept plans (CONPLANS), conducts assessments of current operations with support from 618 AOC (TACC), and leads compartmental planning efforts including J-Alerts and 8010 classified plans. The 18 AF/A3 continuously monitors and analyzes global mobility operations in order to facilitate resolution of issues, refine operations, or prepare the enterprise for near-term future operations. During crisis action planning or execution, the 18 AF/A3 may formally convene an operational planning team (OPT) comprised of functional representatives from the 18 AF and AMC staffs and 618 AOC (TACC) to enable the 18 AF/CC to execute AMC commander responsibilities. OPT formation is not required to coordinate through 18 AF Chief of Staff (18 AF/CS) to AMC Director of Staff (AMC/DS) channels.

2.6.4.2. The 18 AF staff continuously executes the following six steps and leads daily planning activities to set the conditions for the air mobility system to perform routine, contingency or crisis mobility missions. 18 AF will:

2.6.4.2.1. CONDUCT MISSION ANALYSIS. Planners will fully analyze the situation and define the problems, and facilitate OPT actions to initiate the JOPP.

2.6.4.2.2. BUILD EN ROUTE SUPPORT. Based on mission analysis, 18 AF planners identify the Global Air Mobility Support System (GAMSS) adjustments necessary to support the mission.

2.6.4.2.3. CONDUCT GLOBAL CAPACITY ANALYSIS. 18 AF/A3 analyzes aircrews, aircraft, airfields, and enabler forces to determine where to source additional forces as required to achieve the mission. AMC functional area managers address surge requests, depot, request for forces (RFFs), etc.

2.6.4.2.4. ESTABLISH C2 RELATIONSHIPS. In conjunction with other planning efforts, 18 AF directs Directors of Mobility Forces (DIRMOBFORs) and mobility liaisons to key locations/organizations, and where and when needed, deploys air mobility operations squadrons to augment air mobility divisions (AMDs).

2.6.4.2.5. PROVIDE END-TO-END ANALYSIS. 18 AF (AFTRANS) facilitates/integrates all planning efforts from mission analysis, 618 AOC (TACC) operational assessment and expertise, enabling/port support, aircraft/crew availability, and C2 capability to form cohesive, executable concepts and plans.

2.6.4.2.6. PROVIDE SYNCHRONIZATION. 18 AF facilitates secure communication (for example, Defense Connect Online (DCOs))/situation reports (SITREPs) with all C2 nodes to collaborate on plans, guidance, performance, and key information.

2.6.5. Task Force-294 (TF-294).

2.6.5.1. An additional role of the 18 AF Commander is to command United States Strategic Command's (USSTRATCOM) TF-294. Commander, TF-294 (CTF-294) provides support to USSTRATCOM's mission for strategic deterrence and global strike. Eighteenth AF/CC is in a dual-hatted role supporting both USSTRATCOM and USTRANSCOM. This allows for best possible synchronization of the entire enterprise in support of all combatant commanders requirements.

2.6.5.2. The mission of TF-294 is to coordinate force positioning, generation, connectivity, and force sustainment; manage the attached air refueling, and mobile support team (MST) forces; and to report and advocate on matters affecting readiness in order to support nuclear global strike missions.

2.6.5.3. SECDEF apportions KC-135s and C-130s to USSTRATCOM for planning purposes. When directed by SECDEF-approved CJCS Deployment Order (DEPOD) or EXORD, TF-294 consists of those KC-135s and associated nuclear global strike-certified crews, flying crew chiefs, and deployable maintenance support teams (MST). Commander USSTRATCOM delegates TACON of these attached forces to CTF-294.

2.6.5.4. CTF-294 exercises direct liaison authorized (DIRLAUTH) with 18 AF, USTRANSCOM/J3 and AMC/A3N to meet crisis support requirements.

2.6.5.5. CTF-294 activates the TF-294 Battle Staff (TFBS) during periods of heightened tensions. When activated, AMC/A3N forms the core of the TFBS. The TFBS is a trained and functionally qualified crisis action element established to monitor, assess, synchronize, and report CTF-294 directions, equities, and attached force status and

activities. TFBS exercises DIRLAUTH with the 18 AF (AFTRANS) Battle Staff to meet mission requirements. The 18 AF (AFTRANS) Battle Staff serves as the primary conduit for TF-294 force support and information requirements.

2.6.6. 618 AOC (TACC). 618 AOC (TACC) plans, tasks, executes, and assesses all USTRANSCOM air mobility and air mobility support mission requirements. Fusion center representatives consult with USTRANSCOM to refine and assess the feasibility of Combatant Commander (CCDR) requirements. When existing node capacity does not meet mission requirements, 618 AOC (TACC) informs 18 AF (AFTRANS) who coordinates changes to the GAMSS with the USAF EC and/or AMC/A4. When mode capacity does not meet requirements, 618 AOC (TACC) informs 18 AF (AFTRANS) who coordinates changes to the COMAFFOR apportionment and allocation process (CAAP) with AMC/A3. 18 AF/CC further delineates 618 AOC (TACC) authorities in an annual standing Operations Order (OPORD).

2.6.7. USAF EC. The USAF EC is tasked with separate and distinct roles.

2.6.7.1. The USAF EC/CC has the responsibility to conduct the ongoing training mission of the USAF EC through the Mobility Operations School (MOS) and Expeditionary Operations School (EOS), both located at Joint Base McGuire-Dix-Lakehurst. In order to perform this mission, the USAF EC/CC exercises ADCON of these forces.

2.6.7.2. The USAF EC/CC also exercises ADCON of the 87th, 319th, and 628th Air Base Wings (ABW), 621st Contingency Response Wing (CRW), 515th and 521st Air Mobility Operations Wings (AMOW), 627th Air Base Group (ABG), and 43d Airlift Group (AG). The 18 AF (AFTRANS)/CC exercises OPCON of these same forces when accomplishing USTRANSCOM missions. The separation of ADCON and OPCON between the USAF EC/CC and 18 AF/CC of these ABWs, CRW, AMOWs, ABG, and AG does not alter the SECDEF 2012-2013 GFMIG alignment of these forces to USTRANSCOM. Some ADCON authorities may be accomplished directly by the AMC staff in a skip echelon relationship status (see [Chapter 4](#)).

2.6.7.3. The USAF EC/CC also provides Joint Base (JB) command oversight as the Intermediate Command Summit (ICS) Chair for AMC-led Joint Bases McGuire-Dix-Lakehurst and Charleston. Further, USAF/EC is the Senior AF commander providing command oversight on the Army-chaired JB Lewis-McChord ICS.

2.7. Roles, Responsibilities, Relationships, and Authorities Summary.

2.7.1. [Table 2.1](#) depicts a summary of the Roles, Responsibilities, Relationships, and Authorities of the C-MAJCOM, C-NAF, and 618 AOC (TACC).

Table 2.1. Roles, Responsibilities, Relationships and Authorities of the C-MAJCOM, C-NAF, and 618 AOC (TACC)/CC.

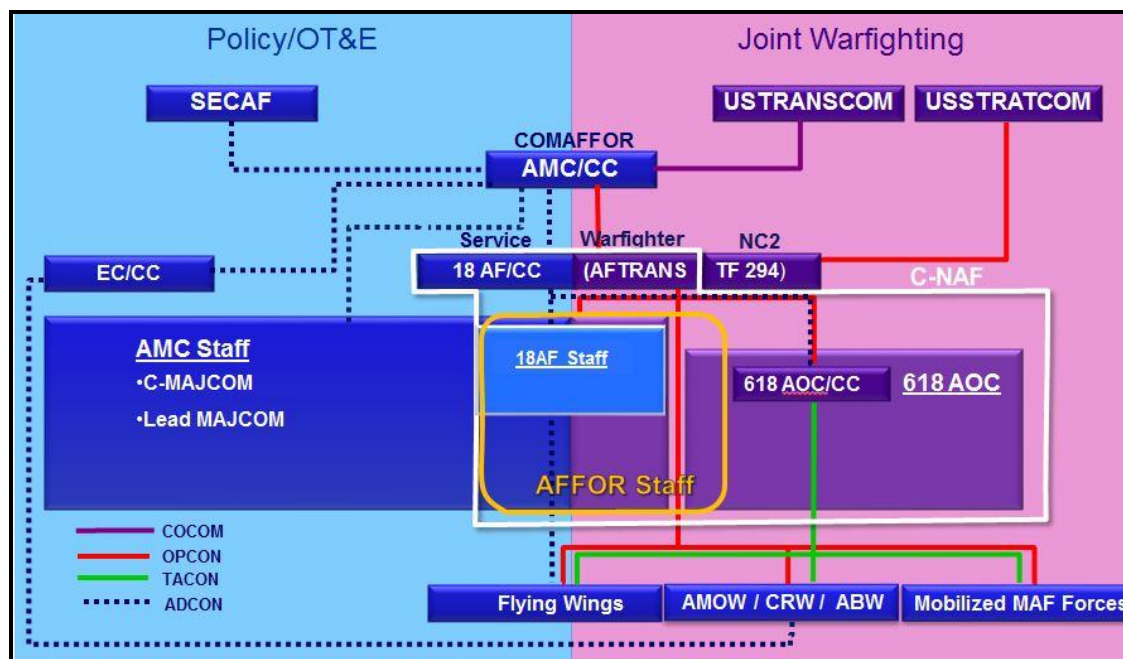
AMC/CC	18 AF/CC	618 AOC (TACC)/CC
- COMAFFOR: Air Component commander role to CDRUSTRANSCOM at the	- Component NAF commander to CDRUSTRANSCOM -- Serves as the primary	- Exercises C2 as the 18 AF (AFTRANS)/CC's functional AOC commander - TACON of airlift, air

<p>national-strategic level</p> <ul style="list-style-type: none"> - Implements SECAF/CSAF directives addressing administration and policies concerning assigned and augmentation forces operating in support of combatant commands - Provides trained and ready air mobility forces to CDRUSTRANSCOM - On order, provides air mobility forces to combatant commands, e.g., TF-294 - Ensures AMC-gained Air Force Reserve Command (AFRC) and Air National Guard (ANG) units are interoperable and operationally ready - Maintains forces in a constant state of readiness to meet the tasked wartime support requirements for CDRUSTRANSCOM - Issues/approves/enforces policy for Air Mobility Command - Approves the COMAFFOR Apportionment and Allocation Process CONOPS - Class A Mishap Safety Investigation Board (SIB) convening authority: for AMC and AMC-gained MDS aircraft and aircraft grounding authority - Convenes AMC Crisis Action Team (CAT) 	<p>warfighting voice to USTRANSCOM</p> <ul style="list-style-type: none"> - OPCON of airlift, air refueling, aeromedical evacuation, Building Partnership Capacity (BPC), and GAMSS forces assigned to USTRANSCOM or attached by SecDef order - Exercises OPCON and ADCON over assigned forces and, when mobilized, gained AFRC and ANG forces (NOTE: USAF EC/CC exercises ADCON over USAF EC assigned forces) - Waiver authority for operational missions - Coordinate with USTRANSCOM for Chapter 3, AFMAN 24-204 approval and AMC/A3 for Semi Prepared Runway Operations (SPRO) approval - Tasks Title 10 forces - Postures the MAF enterprise, e.g., logistics, beddown locations, etc. - Conducts JOPP for Deliberate and Crisis Action Planning - Assesses MAF performance and optimizes Rapid Global Mobility enterprise - Advocates for mobility equities in JSCP-tasked level 3T and 4 plans - Class B Mishap SIB convening authority 	<p>refueling, aeromedical evacuation, BPC, and GAMSS forces which are OPCON to 18 AF/CC</p> <ul style="list-style-type: none"> - Allocates/tasks units to support airlift and A/R requirements validated by USTRANSCOM - Plans, tasks, executes, and assesses: <ul style="list-style-type: none"> -- Airlift operations, including Special Assignment Airlift Missions, contingency/exercise movements and channel missions -- Aeromedical evacuation operations -- Air refueling and air bridge missions -- Air mobility support - Assists mission commanders in accomplishment and coordination of air drop and exercise missions - Provides integrated IO and Non-Kinetic Operations (NKO) (IO/NKO) into deliberate and crisis action planning execution, and assessment for 18 AF -- Plans, executes, and assesses IO/NKO for 18 AF (AFTRANS) - Incorporates cyberspace, information operations, weather, and intelligence analysis into execution - Completes/facilitates
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	<ul style="list-style-type: none"> - Commands USSTRATCOM TF-294 forces -- Supported by AMC/A3N to meet TF-294 support requirements -- Activates TF-294 TFBS as required to support global strike mission planning, exercising, assessing and actual execution - On order, provides air mobility forces to combatant commands, e.g., USSTRATCOM - Convenes AFTRANS Battle Staff 	<p>operational analysis/assessment</p> <ul style="list-style-type: none"> - Provides 24/7 watch to monitor and report on Cyber and Critical Infrastructure Range, Special Interest Report, waivers and unforeseen events that require commanders' attention - Provides USTRANSCOM Fusion Center representation - Arranges/monitors enroute aircraft logistics support - Provides expertise to 18 AF Operational Planning Teams
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2.7.2. **Figure 2.1** depicts the C-MAJCOM and C-NAF Relationship as described in previous paragraphs.

Figure 2.1. C-MAJCOM & C-NAF Relationship.



Chapter 3

AFFOR STAFF

3.1. AF Doctrine Volume. The AFFOR staff's function is to support and assist the COMAFFOR in preparing the Air Force component to carry out the functions and tasks assigned by the joint force commander (JFC).

3.1.1. AMC's AFFOR staff construct is based on the constraint that AMC shares common staff resources and is not comprised of complete, independent C-MAJCOM and C-NAF staffs. The C-NAF conducts AFFOR functions by using a tailored, hybrid, highly-leveraged construct dependent on support from the AMC headquarters management staff.

3.2. Requesting AFFOR Functions/Services not Resident Within 18 AF.

3.2.1. AMC performs AFFOR activities and tasks through a tailored 18 AF (AFTRANS) AFFOR staff that consists of organically assigned A3 and A5 personnel, as well as by resources assigned to the AMC MAJCOM staff, the 618 AOC (TACC), and in some cases, the wings.

3.2.2. When 18 AF receives a new, non-recurring, or emerging requirement, Eighteenth Air Force Chief of Staff (18 AF/CS) requests AMC staff support for AFFOR functions/services through the AMC Director of Staff (AMC/DS). When more responsive access to AFFOR functions/services in the AMC staff is required (e.g., in a time of crisis), 18 AF Battle Staff will coordinate support requests with the AMC Crisis Action Team (CAT).

3.2.3. AMC/CV and 18 AF/CC-coordinated routine, recurring processes should run as established. For example: 18 AF will continue to reach to AMC/A3O for sourcing solutions, or A3V for waiver expertise, or AMC/A2 for the Threat Working Group (TWG) assessments, or AMC/A3D for the Cyber Defense Working Group (CDWG) analysis, and the 618 AOC (TACC)/XOOI as the IOT and CO deliberate and crisis action planning as required in support of 618 AOC (TACC) and MAF operations, without formal coordination through 18 AF CS/AMC DS.

3.2.4. Those AMC MAJCOM and 618 AOC (TACC) staff who respond to 18 AF requirements are accomplishing AFFOR functions/services.

3.2.5. 18 AF (AFTRANS) staff may also reach beyond the traditional staff for assistance/support normally accomplished at the AFFOR level. For example: The preponderance of contingency response (CR) expertise resides in the 621 CRW. 18 AF (AFTRANS) may task down into the wing for assistance in reviewing airfield surveys and assistance in planning the laydown of CR forces.

3.3. AFFOR Staff Responsibilities and Work Flow.

3.3.1. In the event the wings or 618 AOC (TACC) are unable to assist in crisis operations, 18 AF/CC may request augmentation from the Air National Guard and Air Force Reserve Command.

3.3.2. The AMC Commander forms the AFFOR staff to execute operational responsibilities, sets the priority, and conveys it to the 18 AF/CC. Individuals on the AMC MAJCOM staff

may support both the AMC/CC and 18 AF/CC. As an example: An individual on the AMC MAJCOM staff may analyze policy (OT&E) issues on a given day, while on the subsequent day, review operational/execution issues in direct support of 18 AF/CC.

3.3.3. To more clearly identify AFFOR staff work flow, AMC has further decomposed and identified responsibilities of the AMC/CC and 18 AF/CC within functional staff areas A1 through A9 and special staff, such as Judge Advocate, Surgeon General, and Combat Capabilities. Please refer to the link at **Attachment 2**, for complete Tasks and Functions of the AMC Shared Staff.

Chapter 4

SKIP ECHELON

4.1. Due to the small USAF EC and 18 AF staff size, AMC staff exercises a skip echelon relationship with their subordinate units. Skip echelon is a concept under which one level of command may be skipped for prescribed tasks that the headquarters is not responsible for, nor manned to support. For example: A wing may skip 18 AF and coordinate directly with AMC/A1 when looking for Human Relations Workforce Diversity/Equal Opportunity support.

4.1.1. Roles, responsibilities, relationships, and authorities of the skip echelon.

4.1.1.1. The COMAFFOR will not sanction command authority that skips echelon.

4.1.1.2. The AMC staff will include 18 AF and/or USAF EC in staffing products that affect command operational readiness of assigned units.

4.1.1.3. When the AMC MAJCOM staff skips 18 AF or USAF EC echelon, the AMC MAJCOM staff will execute effective concurrent and/or follow-up communication to the respective 18 AF or USAF EC commanders' support staff.

4.1.1.4. AMC MAJCOM staff will provide 18 AF and USAF EC staffs access to appropriate information/data systems to exercise command and maintain an advocacy role in all functions required to manage their units.

4.1.2. Examples of AMC skip echelon staff functions are found via reference to routine ADCON functions:

4.1.2.1. AMC wings and units report to either 18 AF/CC or USAF EC/CC, who both report to AMC/CC.

4.1.2.2. AMC/CC exercises L-MAJCOM responsibilities through the AMC staff.

4.1.2.2.1. OT&E responsibilities vary depending upon the particular command echelon. In general, OT&E focus is broader and more strategic at the MAJCOM level and becomes more tactical at subsequent subordinate levels.

4.1.2.3. AMC/CC did not resource 18 AF/CC and USAF EC/CC to perform OT&E staff functions, thus all capacity to accomplish OT&E resides in the AMC MAJCOM staff.

4.1.2.3.1. The AMC MAJCOM staff works directly with the wings on OT&E issues and should keep the intermediate commander informed on issues/actions that rise to the wing commander level for potential advocacy and/or situational awareness.

4.1.2.4. The 18 AF/CC and USAF EC/CC can also engage the AMC MAJCOM staff directly, through the appropriate established processes, to help solve/influence OT&E issues that warrant their operational concerns/attention.

4.1.2.5. AMC/CC retains Functional Area Managers (FAMs) at the MAJCOM level. FAMs work directly with subordinate commanders on behalf of AMC/CC to source/task Air Expeditionary Force (AEF) forces, and provide OT&E expertise for command ADCON responsibilities. (**Note:** FAMs also assist 18 AF/CC in accomplishing OPCON of USTRANSCOM missions by sourcing/tasking forces and providing functional expertise to OPTs.)

4.1.2.6. Some functions that are normally skipped are sourcing for Global Force Management (GFM) taskings, Training/Standardization Evaluation, Financial Management budget issues, installation issues, special access requirements, etc. Some base-level activities do not deal with 18 AF or USAF EC for routine issues. Their link is direct to the AMC MAJCOM staff.

Chapter 5

COMMAND AND CONTROL OF AMC FORCES

5.1. Command and Control (C2). Exercise of authority and direction by a properly designated commander over assigned forces in the accomplishment of the mission. C2 functions are performed through the management of personnel, equipment, communications, facilities and procedures employed by a commander in planning, directing and controlling forces and operations in the accomplishment of the mission.

5.2. Command. Command is the authority that a military commander lawfully exercises over subordinates by virtue of rank or assignment. This includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating and controlling military forces for the accomplishment of assigned missions. Also, includes responsibility for health, welfare, morale and discipline of assigned personnel.

5.3. Control. Control is the authority exercised by a commander over part of the activities of subordinates or other organizations. Control may be less than full command.

5.4. Basic C2 Principles. AMC forces operate throughout the spectrum of warfare, contingencies, and humanitarian relief/disaster response (HA/DR) operations. They provide the global capability to deploy, employ, redeploy, reinforce and reposition forces. C2 efforts must focus on mobility, responsiveness, and flexibility in conducting peacetime day-to-day operations or when responding to contingencies. AMC C2 is based on a permanent structure within the Continental United States (CONUS), as well as permanent or temporary en route structures provided by GAMSS forces. The AMC C2 system is subdivided into three distinct components: CONUS, en route, and deployable.

5.5. CONUS Key Components of AMC Command and Control.

5.5.1. Commander, Air Force Forces. (COMAFFOR). The COMAFFOR is the single commander who is responsible for operating and supporting all US Air Force forces assigned or attached to a joint force. Thus, the COMAFFOR commands forces through two separate chains of responsibilities, the operational and the administrative. The AMC Commander is the COMAFFOR to USTRANSCOM.

5.5.2. AMC CAT. Crisis, contingency, exercise, and wartime operations require continuous HQ AMC attention and timely response to both internal and external taskings, including tasks from USTRANSCOM, HQ USAF, 18 AF (AFTRANS), and 618 AOC (TACC). The CAT provides the AMC Commander with a corporate approach to time-sensitive operations and a flexible support staff tailored to meet worldwide air mobility requirements during times of crisis. The AMC CAT provides a graduated crisis response capability and the ability for the AMC staff to quickly respond to contingency taskings. The AMC Vice Commander (AMC/CV) convenes the CAT to direct a concentrated effort by the AMC staff to support crisis action planning and plan execution.

5.5.3. 18 AF Battle Staff. Upon activation during a crisis, contingency, or exercise, the Battle Staff fulfills a key role as the 24/7 team of cross-functional experts to assist the 18 AF/CC (AFTRANS) in conducting Operational Level of War tasks. The Battle Staff directly interfaces with appropriate CCDRs, MAJCOMs, NAFs, 618 AOC/TACC, liaisons and

outside agencies to provide integrated situational awareness for the enterprise. Using the Joint Operational Planning Process, the team conducts mission analysis and facilitates development of courses of action for the 18 AF/CC (AFTRANS). The team disseminates 18 AF/CC (AFTRANS) approved staff estimates, mission statements, commander's intent, command relations and other pertinent operational information necessary to execute the air mobility contingency mission.

5.5.4. 618 AOC (TACC). The 618 AOC (TACC) is a functional AOC. A functional AOC is part of the command structure in a functional Combatant Command. It is the mission planning and execution arm of 18 AF. 618 AOC (TACC) directly supports USTRANSCOM by providing air component expertise in the USTC/J3 Fusion Center. 18 AF/CC delegates TACON to 618 AOC (TACC)/CC in a standing order.

5.5.4.1. Contingency Response Cell (CRC). The CRC is the 618 AOC (TACC)'s focal point for all large-scale or high interest air mobility operations and will be activated at the discretion of the 618 AOC (TACC) commander. The primary purpose of the CRC is to plan/execute rapidly emerging requirements for operations that exceed the capabilities or do not fit into 618 AOC (TACC)'s normal planning/execution processes. When the operation can be supported effectively using normal 618 AOC (TACC) processes, the CRC stands down.

5.6. Fixed En Route Structure.

5.6.1. The en route structure provides a baseline C2 infrastructure for conducting air mobility support operations at established locations. It also provides a mission monitoring and flight following capability to effectively manage mobility missions. This structure includes AMOWs and their subordinate GAMSS global network of personnel, facilities and equipment based on a fixed system supporting USTRANSCOM worldwide airlift and air refueling operations.

5.7. Deployable En Route Structure.

5.7.1. Deployable forces augment or expand the AMC C2 structure at locations where an AMC presence is either limited or non-existent. Regional contingencies, which include wartime or humanitarian operations, create a temporary surge that stresses the established day-to-day capability of AMC C2. Based on these demands, AMC expands the C2 structure by deploying its forces toward and within an area of responsibility. The 618 AOC (TACC) monitors ongoing air mobility operations to determine if and when augmentation/expansion is required. Typical tasked forces include Contingency Response (CR) forces (e.g., Contingency Response Group (CRG), Contingency Response Elements (CREs), and Contingency Response Teams (CRTs)) and assets from fixed AMC/Air Reserve Component (ARC) wings. Additionally, if the AMC presence placed within a geographic region is significant, air mobility personnel are placed within the AMD, in the AOC supporting that region, to manage theater Air Mobility operations and to coordinate with the 618 AOC (TACC).

5.7.2. En Route Structure Organizational Descriptions:

Table 5.1. Deployed Organizational Descriptions.

Air Mobility Operations Wings (AMOW)	Located at Hickam AFB, Hawaii and Ramstein AB, Germany, AMOWs are charged with coordinating logistical air movements into and out of Europe and the Pacific theaters as well as providing oversight and direction for their subordinate Air Mobility Operation Groups.
Air Mobility Operations Groups (AMOGs)	Four overseas organizations that plan, supervise, manage, and direct the activities of their subordinate Air Mobility Squadrons (AMS), detachments, and operating locations. AMOGs provide administrative control, en route aircraft maintenance support, and transportation services for inter-theater and intra-theater air mobility missions worldwide. The AMOG performs command, operations, logistics (aerial port, aircraft maintenance and supply), communications, C2, budget, safety, plans and support agreement duties.
Air Mobility Squadron (AMS)	Provides inter and intra-theater and contract commercial air mobility support worldwide. Operates the aerial port for all cargo and passengers entering and departing <i>most</i> AMS locations. Provides aircraft maintenance support for all en route strategic air mobility aircraft. Directs operations of aircraft providing air mobility support in country. Supports Department of Defense (DoD), North Atlantic Treaty Organization (NATO), and higher headquarters operational taskings.
Air Mobility Detachment	Provides inter and intra-theater and contract commercial air mobility support worldwide on a smaller scale than an AMS.
Air Mobility Operating Location (OL)	Provides inter and intra-theater and contract commercial air mobility support worldwide on a smaller scale than a Detachment.
Air Mobility Task Force	A provisional air mobility unit composed of deployed aircrews, associated aircraft, and appropriately-sized CRF.
Contingency Response Force (CRF)	CRF provides “first responder” contingency response (CR) forces to the joint force commander regardless of service. CRFs may be composed of a scalable contingency response group (CRG), contingency response element (CRE) or contingency response team (CRT). CRF are trained and equipped to operate self-sufficiently in the expeditionary environment.
Contingency Response Group (CRG)	The designated in-garrison and deployed composite group of forces that provides the CDR with a majority of the Open the Airbase FM. This deployed capability bridges the gap between seizure forces (when present) and sustainment forces (in subsequent FMs). The CRG includes core CRF capabilities of C2, aerial port and aircraft maintenance plus organic base operating support and is capable of supporting a working MOG of 2 with 24 hour coverage. Select CRGs may also train and deploy with a US Army rapid port opening element as part of the Joint Task Force–Port Opening (JTF-PO) to provide capability of establishing and moving cargo up to 10 kilometers from the airbase to a forward distribution node to increase the volume of cargo through an APOD. A CRG is led by a rated mobility O-6. USTRANSCOM retains and exercises OPCON/TACON of JTF-PO forces through their DDOC.

5.8. Air Reserve Component (ARC) Forces.

5.8.1. AFRC and ANG Readiness Center, as appropriate, exercise C2 of AMC-gained units during non-AMC missions. AMC/CC, through 18 AF/CC and the 618 AOC (TACC)/CC, exercise C2 of ARC forces operating AMC missions.

5.8.2. When mobilized, ARC forces are assigned to CDUSTRANSCOM. AMC/CC exercises OPGON of these AMC-gained forces through 18 AF/CC and 618 AOC/CC, while ADCON is retained by AFRC and ANGRC as appropriate.

Chapter 6

CORE FUNCTION LEADS (CFL)

6.1. Air Force CFLs.

6.1.1. Air Force CFLs are MAJCOM/CCs who have been designated, by CSAF, as Air Force lead integrators for specific Service core functions. For example: AMC/CC is the RGM CFL because AMC is the air component to USTRANSCOM and is responsible for all global mobility airlift, aeromedical evacuation, and aerial refueling for the DOD. The CFLs produce the respective Core Function Master Plans (CFMPs) which outline the planning strategies and programs for RGM portfolio funding in accordance with (IAW) the Program Objective Memorandum (POM) Preparation Instruction (PPI) published annually by AF/A8PE. AMC/A5/8 is the command lead for CFLI coordination and command OPR for development of RGM CFMP.

6.1.2. One task of the RGM CFL is to establish the 20-year Planning Force Proposals to organize, train, and equip United States Air Force RGM forces. The plan is presented in the RGM CFMP which aligns strategy, operations concepts, and capability development. When integrated with the other 12 CFMPs, it links Air Force strategic guidance to Air Force programming guidance by shaping operational and resourcing health across the near-, mid-, and far-terms. Due to the nature of the information about RGM capabilities, the RGM CFMP document is classified SECRET.

6.1.3. Relationship to the C2 CFL. CSAF designated the Commander, Air Combat Command as the Air Force CFLI for C2. The Air Force C2 CFL is designated as the focal point for Service-wide C2 governance. Via its C2 division, AMC/A3C, AMC is engaged with the C2 CFL on all issues connecting the MAF to the Air Force-wide C2 structure. AMC prepares air mobility inputs to the C2 CFMP and participates in the C2 Council of Colonels, an Air Force-wide group focusing on Air Force C2 challenges. AMC also provides information to and participates in the 3-star level Operations (Ops) Readiness General Officer Steering Group (GOSG). The Ops Readiness GOSG has replaced the C2 GOSG and now focuses on a broader range of operational issues, to include C2. AMC/A8P submits AMC's C2 POM issues to the C2 Core Function Team IAW annual PPI.

6.1.4. Relationship to the Cyberspace Superiority CFL. CSAF designated the Commander, Air Force Space Command as the Cyberspace Superiority CFL. The relationship between AMC and the Cyberspace Superiority CFL is the same as it is with the C2 CFL. Via its Operations division, AMC/A6O is engaged with the Cyberspace Superiority CFL on all issues connecting the MAF to the Air Force-wide Cyberspace Superiority structure. AMC provides inputs to the Cyberspace Superiority CFMP to ensure air mobility equities are represented.

6.1.5. The Relationship Between AMC and the Information Operations (IO) CFL. CSAF designated the Commander, Air Combat Command as the IO CFL. The relationship between AMC and the IO CFL is the same as it is with the Cyber CFL and C2 CFL. The Air Force IO CFL is designated as the focal point for Service-wide IO governance. Via its Combat Operations division, AMC/A3D, AMC is engaged with the IO CFL on all issues connecting the MAF to the Air Force-wide IO structure. AMC prepares air mobility inputs and

participates in the IO Team Chief Meetings which is an Air Force-wide Colonels group focusing on Air Force IO challenges. ACC provides the budget for AMC IO as there is no AMC POM for IO.

6.1.6. **Table 6.1** below depicts the AF Service Core Functions (SCF), CFLs, and AMC leads.

Table 6.1. Service Core Functions, CFLs, and AMC Leads.

Service Core Function	CFL	AMC Lead
Agile Combat Support	AFMC	AMC/A7
Air Superiority	ACC	AMC/A5/8
Building Partnerships	AETC	AMC/A3
Command and Control	ACC	AMC/A3
Cyberspace Superiority	AFSPC	AMC/A6
Education and Training	AETC	AMC/A5/8
Global Integrated ISR	ACC	AMC/A2
Global Precision Attack	ACC	AMC/A5/8
Information Operations	ACC	AMC/A3
Nuclear Deterrence	AFGSC	AMC/A3
Personnel Recovery	ACC	AMC/A5/8
Rapid Global Mobility	AMC	AMC/A5/8
Space Superiority	AFSPC	AMC/A6
Special Operations	AFSOC	AMC/A5/8

6.1.7. Since AMC/A5/8 is the command's CFL POC, all directorates should coordinate/inform AMC/A5/8 of engagements with other CFLs.

DARREN W. MCDEW, General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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Prescribed Forms

This instruction does not include any prescribed forms.

Adopted Forms

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Abbreviations and Acronyms

ACC—Air Combat Command

ACS—Agile Combat Support

AE—Aeromedical Evacuation

AEF—Air Expeditionary Force

AETC—Air Education and Training Command

GSC—Air Force Global Strike Command

AFMC—Air Force Materiel Command

AFFOR—I—Air Force Forces-Integration

AFRC—Air Force Reserve Command

AFSOC—Air Force Special Operations Command

AFSPC—Air Force Space Command

AFTRANS—Air Forces Transportation

AMC—Air Mobility Command

AMD—Air Mobility Division

AMOG—Air Mobility Operations Group

AMOW—Air Mobility Operations Wing

AMS—Air Mobility Squadron

ANG—Air National Guard

AOC—Air and Space Operations Center

AR—Air Refueling

BPC—Building Partnership Capacity

C2—Command and Control

CAT—Crisis Action Team

CBA—Capabilities Based Assessment

CCDR—Combatant Commander

CCMD—Combatant Command

CDRUSTRANSCOM—Commander, United States Transportation Command

CDWG—Cyber Defense Working Group
CFLI—Core Function Lead Integrator
CFMP—Core Function Master Plan
CJCS—Chairman, Joint Chiefs of Staff
CO—Cyberspace Operations
COCOM—Combatant Command Authority
COMAFFOR—Commander, Air Force Forces
CONPLAN—Concept of Operation Plan
CONUS—Continental United States
C-NAF—Component Numbered Air Force
C-OPE—Cyber Operational Preparation of the Environment
C-MAJCOM—Component MAJCOM
CR—Contingency Response
CRAF—Civil Reserve Air Fleet
CRC—Contingency Response Cell
CRE—Contingency Response Elements
CRF—Contingency Response Force
CRG—Contingency Response Group
CRT—Contingency Response Teams
CRW—Contingency Response Wing
DCO—Defensive Cyberspace Operations
DEPORD—Deployment Order
DIRLAUTH—Direct Liaison Authorized
DIRMOBFOR—Director of Mobility Forces
DOD—Department of Defense
EC—Expeditionary Center
EXORD—Execution Order
FAM—Functional Area Manager
FCC—Functional Combatant Command
GAMSS—Global Air Mobility Support System
GFM—Global Force Management
GFMIG—Global Force Management Implementation Guidance

GOSG—General Officer Steering Group
ICS—Intermediate Command Summit
IO—Information Operations
IO/NKO—Information Operations and Non-Kinetic Operations
IOT—Information Operations Team
ISR—Intelligence, Surveillance, and Reconnaissance
JB—Joint Base
JCC—Joint Cyber Center
JCS—Joint Chiefs of Staff
JFACC—Joint Force Air Component Commander
JFC—Joint Force Commander
JOPP—Joint Operation Planning Process
JTF—Joint Task Force
JTF—PO—Joint Task Force—Port Opening
L-MAJCOM—Lead-Major Command
MAF—Mobility Air Force
MAJCOM—Major Command
MOS—Mobility Operations School
MST—Mobile Support Team
NATO—North Atlantic Treaty Organization
NKO—Non-Kinetic Operations
OCONUS—Outside the Continental United States
OL—Operating Location
OPCON—Operational Control
OPLAN—Operational Plan
OPT—Operational Planning Team
OT&E—Organize, Train, and Equip
PAD—Program Action Directive
PPI—Preparation Instruction
RFF—Request for Forces
RGM—Rapid Global Mobility
ROMO—Range of Military Operations

SCF—Service Core Function

SECAF—Secretary of the Air Force

SECDEF—Secretary of Defense

SIB—Safety Investigation Board

SITREP—Situation Reports

SPRO—Semi Prepared Runway Operations

TACC—Tanker Airlift Control Center

TACON—Tactical Control

TFBS—TF-294 Battle Staff

TPFDD—Time-Phased Force and Deployment Data

TWG—Threat Working Group

UCP—Unified Command Plan

USAF PAD—United States Air Force Program Action Directives

U.S.C.—United States Code

USSTRATCOM—United States Strategic Command

USTRANSCOM—United States Transportation Command

Terms

Administrative Control (ADCON)—ADCON is the direction or exercise of authority over subordinate or other organizations with respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. ADCON is synonymous with administration and support responsibilities identified in Title 10, USC. This is the authority necessary to fulfill Military Department statutory responsibilities for administration and support. ADCON may be delegated to and exercised by commanders of Service forces assigned to a CCDR at any echelon at or below the level of Service component command. ADCON is subject to the command authority of CCDRs. ADCON may be delegated to and exercised by commanders of Service commands assigned within Service authorities. Service commanders exercising ADCON will not usurp the authorities assigned by a CCDR having COCOM over commanders of assigned Service forces. (JP 1).

Air Force Forces (AFFOR)—USAF component assigned to a Joint Force Commander (JFC) at the unified, subunified, or Joint Task Force (JTF) level. AFFOR includes the COMAFFOR, the AFFOR staff (A-staff/personal staff), the AOC, and all USAF forces and personnel assigned or attached. (Air Force Forces Command and Control Enabling Concept, Change 3).

Air Force forces—Integration (AFFOR-I)—A division within 18 AF that serves as liaison with applicable AMC staff organizations for coordination and implementation of reach back capabilities.

Air Force Forces (AFFOR) Staff—The AFFOR Staff consists of the A-staff and personal staff and assists the COMAFFOR in performing theater engagement activities, service, joint and combined exercises, adaptive planning (the Strategic Planning Guidance (SPG)-directed replacement for deliberate and crisis action planning), force deployment, force beddown and sustainment, force redeployment and the operational and administrative support functions outlined later in this document. AFFOR staff manpower may be matrixed to augment the AOC phase 0/1 operations. (Air Force Forces Command and Control Enabling Concept, Change 3)

Air Forces Transportation (AFTRANS)—Air Force Transportation Component.

Air and Space Operations Center (AOC)—The senior agency of the Air Force component commander that provides command and control of Air Force air and space operations and coordinates with other components and Services (JP 1-02).

Combatant Command (Command Authority) (COCOM)—Combatant commanders (CCDRs) exercise COCOM of assigned forces. The CCDR may delegate operational control (OPCON), tactical control (TACON), or establish support command relationships of assigned forces. Unless otherwise directed by the President or SecDef, COCOM may not be delegated. (JP 1).

Commander, Air Force Forces (COMAFFOR)—The COMAFFOR is the USAF officer designated as commander of the USAF component command assigned to a Joint Force Commander at the unified, subunified, and Joint Task Force level. (Volume 1, Basic Doctrine).

Component—MAJCOM (C-MAJCOM)—A type of MAJCOM that is the USAF component to a Unified Combatant Command. For example, Pacific Air Forces (PACAF) is a C-MAJCOM that is the USAF component to United States Pacific Command (USPACOM). A C-MAJCOM is commanded by the Commander of Air Force Forces (COMAFFOR) and includes supporting staff, one or more C-NAFs (through which it presents its forces to the Combatant Commander (CCDR)), and all assigned and attached forces. The C-MAJCOM integrates, at the strategic level, component activities across all phases of conflict. **NOTE:** A MAJCOM can be both a C-MAJCOM and a Lead MAJCOM. (AFI 38-101).

Component—NAF (C-NAF)—A C-NAF is a specialized category of NAF that is structured to perform an operational and warfighting mission in support of a Unified Combatant Command (UCC). The C-NAF is a command echelon directly under the control of an operational MAJCOM. The C-NAF will plan, command, control, execute and assess air, space and information operation capabilities across the full range of military operations. The C-NAF consists of an AFFOR staff and an Air and Space Operations Center (AOC). Air Force forces and units will be assigned or attached as required to support the UCC. (AFI 38-101).

Cyberspace Operations (CO)—The employment of cyber capabilities where the primary purpose is to achieve objectives in or through cyberspace. Such operations include computer network operations and activities to operate and defend the Global Information Grid. (CM-0856-09 1 Sep 09).

Defensive Counter-Cyber (DCC)—All defensive countermeasures designed to detect, identify, intercept, and destroy or negate harmful activities attempting to penetrate or attack through cyberspace. DCC missions are designed to preserve friendly network integrity, availability, and security, and protect friendly cyber capabilities from attack, intrusion, or other malicious activity by pro-actively seeking, intercepting, and neutralizing adversarial cyber means which present

such threats. DCC operations may include: military deception via honeypots and other operations; actions to adversely affect adversary and/ or intermediary systems engaged in a hostile act/ imminent hostile act; and redirection, deactivation, or removal of malware engaged in a hostile act/imminent hostile act.

Director of Mobility Forces (DIRMOBFOR)—Normally a senior officer who is familiar with the area of responsibility or joint operations area and possesses an extensive background in air mobility operations. When established, the director of mobility forces serves as the designated agent for all air mobility issues in the area of responsibility or joint operations area, and for other duties as directed. (JP 3-17).

Direct liaison authorized (DIRLAUTH)—That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised. (JP 1-02).

Distributed Operations—The process of conducting operations from independent or interdependent nodes in a teaming manner. Some operational planning or decision-making may occur from outside the joint area of operations. The goal of a distributed operation is to support the operational commander in the field; it is not a method of command from the rear. (Volume 1, Basic Doctrine).

Global Air Mobility Support System (GAMSS)—Provides responsive, worldwide support capability to airlift and air refueling operations. This system consists of an existing but limited set of CONUS and en route locations. Deployable forces capable of augmenting the fixed en route locations or establishing en route locations where none exist are an integral part of the system. (Annex 3-17, Air Mobility Operations).

Information Operations (IO)—The integrated employment, during military operations, of information-related capabilities in concert with other lines of operations to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries, while protecting our own. (JP 3-13).

Information Operations Team (IOT)—The 618 IOT for the 618 AOC (TACC) is the USTRANSCOM's air component commander's focal point for IO and Cyberspace planning and execution. The 618 IOT is integrated into the 618 AOC (TACC) planning, execution and assessment processes as a cross functional specialty team that is nested within the Current Operations Directorate, XOO as the Information Operations Division, XOOI. The IOT coordinates IO and Cyberspace Operations (CO) normal intelligence requirements with the AMC/A2A and A2O to provide the requisite intelligence support to affect mission accomplishment. The IOT submits intelligence requirements and requests for information (RFIs) through the AMC/A2A. It is matrixed to support 18 AF deliberate and crisis planning and the AMC Cyber Defense Working Group (CDWG).

Joint force—A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint commander authorized to exercise operational control. (JP 1- 02).

Joint Force Air Component Commander (JFACC)—The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for making recommendations on the proper employment of assigned, attached, and/or made available for tasking air forces; planning and coordinating air operations; or accomplishing such operational missions as may be assigned. The joint force air component commander is given the authority necessary to accomplish missions and tasks assigned by the establishing commander. (JP 1-02).

Joint Force Commander (JFC)—A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) [COCOM] or operational control [OPCON] over a joint force. (JP 1- 02).

Lead MAJCOM (L—MAJCOM)—A type of MAJCOM that consolidates responsibilities for a particular function in a single MAJCOM, supporting the entire Air Force as applicable. For example, Air Education and Training Command is the Lead MAJCOM for education and training. (AFI 38-101).

Major Command (MAJCOM)—A major subdivision of the Air Force that is assigned a major part of the Air Force mission. A MAJCOM is directly subordinate to Headquarters US Air Force. (AFI 38-101)

Mobility Air Forces (MAF)—The mobility air forces are comprised of those air components and Service components that are assigned air mobility forces and/or that routinely exercise command authority over their operations. (JP 1-02).

Operational Control (OPCON)—OPCON is the command authority that may be exercised by commanders at any echelon at or below the level of CCMD and may be delegated within the command. OPCON is able to be delegated from and lesser authority than COCOM. It is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations and joint training necessary to accomplish the mission. (JP 1).

Operations Security (OPSEC)—A process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to: a. identify those actions that can be observed by adversary intelligence systems; b. determine indicators that hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and c. select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. (JP 1-02).

Skip Echelon—A concept under which one level of command may be “skipped” for prescribed tasks for which that headquarters is not responsible for, or manned to support. As an example, a Wing may skip the AFCHQ and go straight to the MAJCOM when looking for Child Development Center support. The specific skip-echelon functions will be further defined in supporting Air Force Instructions and tactics, techniques and procedures. (AFI 38-101).

Skip Echelon Structure—Major commands (MAJCOM) sit on top of a skip-echelon staffing structure. MAJCOMs, wings and squadrons possess the full range of staff functions needed to perform required tasks. Numbered/named air forces (NAF), groups and flights have no or

minimal staff. These tactical echelons are designed to increase operational effectiveness rather than to review and transmit paperwork. The chain of command and responsibility for mission accomplishment runs through commanders at all levels. (AFI 38-101).

Tactical Control (TACON)—TACON is an authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements and maneuvers within the operational area necessary to accomplish assigned missions or tasks assigned by the commander exercising OPCON or TACON of the attached force. TACON is able to be delegated from and lesser authority than OPCON and may be delegated to and exercised by commanders at any echelon at or below the level of CCMD. (JP 1).

Attachment 2

TASKS AND FUNCTIONS OF THE AMC SHARED STAFF

A2.1. For a complete list of tasks and functions, refer to the following EIM SharePoint site: https://eim.amc.af.mil/org/a3/A3R/A3RI-Integration/A3RI_Team/Prototyping/AMC_RACI/Lists/AMC%20RACI%20Coord/Responsible.aspx

A2.2. The tasks and functions of the AMC shared staff are captured in a RACI Matrix. A RACI Matrix is a common management tool used to identify the various stakeholders in a project, or operating process, and their roles within it. The matrix divides activities or tasks into four different roles: Responsible, Approve, Coordinate, and Informed. For the purpose of the AMC Roles, Responsibilities, Relationships, and Authorities Guidance document, these terms are defined as follows:

A2.2.1. R-Responsible. Designates the staff office of primary responsibility for doing the work on behalf of the “CC” approval authority (the “A” column). This OPR leads any team effort across the staff for the task. Only one “R” per line entry.

A2.2.2. A-Approve. Commanders own approval authority. They are ultimately accountable although they may delegate approval to appropriate staff. Choose one of the following Commanders for the “A” column based on the following criteria:

A2.2.2.1. AMC/CC if the task is related to MAF policy, Lead MAJCOM responsibilities, or the task is one the AMC/CC retains decision authority over in the role of COMAFFOR.

A2.2.2.2. 18 AF/CC if the task is associated with MAF operational support to USTRANSCOM.

A2.2.2.3. 618 AOC (TACC)/CC if the task is Tactical Control (TACON) of airlift, air refueling, aeromedical evacuation or GAMSS forces.

A2.2.2.4. Expeditionary Center/CC is associated with ADCON of units assigned to the USAF EC. **NOTE:** CDRUSSTRATCOM is reserved as a choice only for TF-294 tasks.

A2.2.3. C-Coordinate/Collaborate. Organizations that are designated with coordination/collaboration have a voice and must be consulted for this task to be complete. If the coordinating organization has an issue, this issue must be resolved or elevated until resolution is achieved. This column could include one or many organizations with a focus primarily on internal AMC structure. Significant organizations external to AMC may also be added. A general organizational category, “Z”, is intended for “External to AMC Peer Agencies”.

A2.2.4. I-Informed. Informed organizations have the right to be informed. The “R” organization for a particular task must inform other organizations with the “I” designation.

A2.2.5. This RACI Matrix consists of activities (tasks) identified and performed by the AMC and 18 AF Staffs. This RACI Matrix can serve many useful purposes. For example, it can be used as a reference to develop checklists, training programs, or process models. It can be linked to mission essential tasks (METs) and for requirements/needs determination. With respect to the MAF C2 Campaign Plan, this RACI Matrix is the starting point for a fundamental goal of more clearly defining MAF decision nodes, associated decision authorities, the information required for those decisions, as well as the source of that information who is doing what for whom.